

Job Title:	Head of Operations – B&NES Adults Community Health services
Reports to (job title):	Regional Director – South West

## Job purpose

As Head of Operations, you will be a critical senior leader within HCRG Care Group working in collaboration with the service managers and clinical leadership team in your directorate to achieve the best possible level of patient care. Your effective leadership of the adults services in the B&NES business unit is pivotal in delivering our strategy across Bath and North East Somerset where we deliver our community health and care services.

You will be accountable for the growth, quality, colleague engagement, performance and operational delivery of the adult services within the B&NES business unit ensuring financial, commercial, clinical, and operational excellence throughout these commissioned services.

You will ensure an outstanding service is delivered so the patient has high satisfaction levels, and our colleagues are proud to deliver it. You will ensure our clients (commissioners of the services) have high levels of satisfaction with our services resulting in them becoming our advocates, extending contracts where possible, growing the scope of the contract organically and ensuring all commercial terms are met.

You will represent HCRG Care Group in the local health system, to partner with other health and care organisations, and provide health system leadership to improve the health of the communities and populations we serve.

## Base location

St Martins Hospital, Midford Road, Bath BA2 5RP

## This post is responsible for

### Commercial Acumen

- You will lead in setting and managing budgets, financial forecasting to maximise BU performance, and be able to develop and lead effective recovery plans where targets are not being met.
- You will lead and coordinate adult community health services to meet the needs of the patient population, in line with government initiatives and all contracted commissioners' requirement.

- You shall use operational management approaches and models, including creating plans to set and deliver objectives and KPIs.
- Ensure the organisation financial and commercial strategy is implemented, including the effective integration of new business opportunities, driving the achievement of financial performance targets
- Analyse consolidated service reports understanding areas of concern, trends/ forecasting and support managers to build remedial action plans
- Build and sustain key strategic relationships to enable the services to deliver their objectives, and influence opportunities to improve services.
- Visible leadership across the organisation and contributing/supporting wider corporate projects and improvements
- Engage with partner, stakeholder and supplier relationship management including negotiation, influencing, and effective networking.
- Use business development tools and approaches for continuous improvement, managing resources, developing sales, setting targets and monitoring performance.
- Manage/monitor sub-contractors to contracted quality and performance KPI's. Ensure services utilise cost effectively.

## GROWTH AND TRANSFORMATION

- Develop organic growth plans aligned to the portfolio for allocated commissioned services drawing upon intelligence and information from commissioner relationships. Being proactively aware of developments in the Health & Social Care sector and how they are being adopted, with a particular focus on the sector and locally. Identifying emerging shifts in regional policy and commissioner preferences and using this to inform the sectors and regions recommendations on Bid/Retender/Retention targets
- Facilitate potential new business development within the local system as well as in wider HCRG Care Group bid development.
- Enhance HCRG Care Group's reputation by engaging with all stakeholders in the system, building trust and creating opportunities for growth.
- Lead/support commissioner and contract negotiations at set-up, retain or transfer of services. Before go-live know KPI's, contract notices, and pre-contract negotiations.
- Lead, shape and drive innovation and change successfully demonstrating qualitative and quantitative outcomes that improve the customer experience and support the communities we serve.

## QUALITY, SAFETY AND CUSTOMER EXPERIENCE

- Set the overall governance agenda. Create a culture of continuous improvement to facilitate delivery of best practice. Including delivery of robust audit programme, and guarantee that all services comply

with professional body legislation or accreditation requirements and the required standards of clinical and corporate governance are achieved e.g. CQC, Ofsted

- Embed service user experience being paramount. Foster a culture in which all service users are treated with dignity and respect, by monitoring complaints and compliments and analyse trends, triangulating data across people, finance and quality.
- Coach managers to understand what good governance requires (Financial, Clinical, Corporate) to be able to implement for their suite of services
- Commission serious incident investigations root cause analysis, identifying trends, reviewing recommendations and ensuring learning is consolidated and shared
- Identify, risk assess and log risks within the BU using risk registers and taking action as necessary

## PEOPLE MANAGEMENT

- Interprets organisational vision and goals clearly and apply locally. Reflect into managers appraisals, setting SMART objectives and development plans.
- Lead by example, portraying the brand and setting a values driven culture, develop and coach a high performing leadership and commissioning team to deliver superior performance so that they fulfil their potential, role model appropriate behaviours for their teams. Own style is open, visible, approachable, authentic, which builds trust.
- Build and oversee workforce plans to budget using workforce tools, eg establishment management and recruitment processes (legislation complied with for accreditations and onboarding).
- Evaluate and analyse HR data, understanding BU data and trends to make workforce decisions.
- Adhere to organisational policies and processes including, capability, conduct and performance in managing people management in a timely way and taking appropriate action
- Lead and manage talent and performance to create a sustainable workforce, identifying strengths and enabling development within the workplace for personal growth and succession planning.
- Championing engagement and communicate effectively (verbal, non-verbal, written, digital) with a flexible style. Able present using a range of media.
- Create an inclusive environment that facilitates collaboration and people being connected irrespective of their varied cultures, personalities and diversities.
- Enable the service to optimise its performance and long-term sustainability by contributing to and implementing plans for the management of IT, facilities and other resources that support the achievement of the service plan.

## Our values

Our values are our moral compass and core to our DNA. They underpin the way we deliver our services and treat those who use our services.

To many organisations values are just words which don't translate into reality of the day to day but our values flow through everything that we do, they define who we are, what we stand for and set the expectations of our colleagues, communities, customers and partners. They have been defined by our colleagues and have been integral to our journey so far and will be integral to our future as well.

We have three values which help us stand out from the crowd, not just because there's only three, but because they are unique to who we are. We care, we think, and we do.

Care	Think	Do
<ul style="list-style-type: none"> <li>• Inspire</li> <li>• Understand</li> <li>• Communicate</li> </ul>	<ul style="list-style-type: none"> <li>• Challenge</li> <li>• Improve</li> <li>• Learn</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Involve</li> <li>• Resilience</li> </ul>

## Confidentiality and Information Security

As our employee you will be required to uphold the confidentiality of all records held by the company, whether patients/service records or corporate information. This duty lasts indefinitely and will continue after you leave the company's employment.

All information which identifies living individuals in whatever form (paper/pictures, electronic data/images or voice) is covered by the 2018 Data Protection Act and should be managed in accordance with this legislation. This and all other information must be held in line with NHS national standards including the Records Management: NHS Code of Practice, NHS Constitution and HSCIC Code of Practice on Confidential Information and should only be accessed or disclosed lawfully. Monitoring of compliance will be undertaken by the Company. Failure to adhere to Information Governance policies and procedures may result in disciplinary action and, where applicable, criminal prosecution.

## Information governance responsibilities

You are responsible for the following key aspects of Information Governance (not an exhaustive list):

- Completion of annual information governance training
- Reading applicable policies and procedures
- Understanding key responsibilities outlined in the Information Governance acceptable usage policies and procedures including NHS mandated encryption requirements
- Ensuring the security and confidentiality of all records and personal information assets

- Maintaining timely and accurate record keeping and where appropriate, in accordance with professional guidelines
- Only using email accounts authorised by us. These should be used in accordance with the Sending and Transferring Information Securely Procedures and Acceptable Use Policies.
- Reporting information governance incidents and near misses on CIRIS or to the appropriate person e.g. line manager, Head of Information Governance, Information Security Lead
- Adherence to the clear desk/screen policy
- Only using approved equipment for conducting business

## Governance

Clinical governance is a framework through which organisations delivering health and care services are accountable to continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which clinical and other forms of care flourishes. Employees must be aware that clinical governance places a duty on all staff to ensure that the level of care services they deliver to patients is safe and high quality, and that they follow/comply with our policies and procedures.

## Registered Health Professional

All staff who are a member of a professional body must comply with standards of professional practice/conduct. It is the post holder's responsibility to ensure they are both familiar with and adhere to these requirements.

## Risk Management/Health & Safety

The post holder has a responsibility to themselves and others in relation to managing risk, health and safety and will be required to work within the policies and procedures laid down by the company. Staff are required to observe the Hygiene Code and demonstrate good infection control and hand hygiene.

Employees must be aware of the responsibilities placed on them by the Health & Safety at Work Act (1974) to ensure that the agreed safety procedures are carried out to maintain a safe environment for other employees, patients and visitors. It is essential to observe strict fire and security precautions at all times.

All staff must report accidents, incidents and near misses so that the company can learn from them and improve safety.

## Safeguarding Children and Vulnerable Adults Responsibility

We are committed to safeguarding and promoting the welfare of children and adults at risk of harm and expects all employees to share this commitment.

## Medicines Management Responsibility

### **Nursing or registered healthcare professionals**

Undertake all aspects of medicines management related activities in accordance within the company's medicines policies to ensure the safe, legal and appropriate use of medicines.

### **Skilled non-registered staff**

Undertake all aspects of medicines management related activities in accordance with the company's medicines policy where appropriate training has been given and competencies have been achieved.

## Policies and Procedures

All colleagues must comply with the Company Policies and Procedures which can be found on the company intranet.

## General

We are committed to serving our community. We aim to make our services exemplary in both clinical and operational aspects. We will show leadership in identifying healthcare needs to which we can respond and in determining the most cost-effective way of doing so.

We recruit competent staff that we support in maintaining and extending their skills in accordance with the needs of the people we serve. We will recognise the commitment from our staff to meeting the needs of our patients.

The company recognises a "non-smoking" policy. Employees are not able to smoke anywhere within the premises or when outside on official business.

## Equal Opportunities

It is the company's intention to be an employer of choice and ensure that no job applicants or employees are unfairly disadvantaged on the grounds of gender, disability, race, ethnic origin, colour, age, sexual orientation, religion or belief, trade union membership or any other factors that are not relevant to their capability or potential. To this end, the company has an Equality and Diversity policy and it is the responsibility of each employee to contribute to its success.

# Job Description

## Flexibility Statement

This job description is not exhaustive and may change as the post develops or changes to align with service needs. Any such changes will be discussed directly between the post holder and their line manager.

## Personal Specification

### Essential

- Educated to degree level or equivalent and evidence of continuing professional development
- High levels of intellectual and emotional intelligence to be able to challenge clinical/ operational opinions in a sensitive way and provide solutions that don't conflict with the values of care.
- Strategic and operational management and leadership experience in the Health Care sector
- Strong evidence of senior leadership of a multi-functional team and significant size workforce
- Have a personal interest and empathy with the care sector, able to be committed and passionate about the purpose of the organisation to see past the frustrations and challenges that the NHS will bring.
- Strategic thinking as well as high personal effectiveness in operational delivery
- Comfortable dealing with high levels of ambiguity, making decisions surrounded by change and competing priorities and stakeholder needs.
- Clear evidence of successful delivery of transformational change including process re-engineering and restructuring in a challenging and fast paced environment.
- Need to understand extremely complex contract negotiation, able to spot angles / opportunities and be capable of making commercial decisions with limited information - prepared to take calculated risks.
- Track record of experience of building sustainable relationships and commissioning services at a senior level
- Outstanding communicator who can inspire staff to overachieve and provide reassurance to stakeholders
- Negotiation experience in a pressured environment and ability to build networks and influence at all levels both internally and externally
- Comfortable using/analysing data to manage performance/drive change
- Commercial acumen and comfortable with all financial aspects of the role.
- Naturally curious, a problem solver with an entrepreneurial and can-do mind-set.

### Desirable

- Educated to masters level or equivalent
- Business Development experience
- Experience of working in a similar business unit